



**NOT PROTECTIVELY MARKED**

**Public Board Meeting**

**31 January 2024**

**Item No 13**

**THIS PAPER IS FOR DISCUSSION**

**HEALTH & WELLBEING UPDATE**

<b>Lead Director Author</b>	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
<b>Action required</b>	The Board is asked to <b>discuss</b> the Health & Wellbeing update.
<b>Key points</b>	<ul style="list-style-type: none"> <li>• This paper provides a health &amp; wellbeing update November 2023 – mid January 2024.</li> <li>• We have appointed a permanent Wellbeing Lead following a successful recruitment campaign.</li> <li>• Work is progressing towards achievement of the March 2024 milestones, however there is a risk that some of the milestones will not be achieved given current capacity issues in the Wellbeing Team and one OD Lead post vacant from February 2024.</li> </ul>
<b>Timing</b>	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee & National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
<b>Associated Corporate Risk Identification</b>	Risk ID 4636 – Health and wellbeing of staff  This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.
<b>Link to Corporate Ambitions</b>	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> <li>• We will be a great place to work, focusing on staff experience, health and wellbeing.</li> </ul>
<b>Link to NHS Scotland’s Quality Ambitions</b>	This paper relates to ‘Safe’, ‘Effective’ and ‘Person Centred’ NHS Scotland’s Quality Ambitions.
<b>Benefit to Patients</b>	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop and enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to our patients.
<b>Equality and Diversity</b>	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-24 and is published on @SAS.



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## **SCOTTISH AMBULANCE SERVICE BOARD**

## **HEALTH & WELLBEING UPDATE**

**AVRIL KEEN, DIRECTOR OF WORKFORCE**  
**ALISON FERAHI, HEAD OF OD & WELLBEING**

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### **SECTION 1: PURPOSE**

This paper provides a health and wellbeing progress update November 2023 – mid January 2024.

### **SECTION 2: RECOMMENDATIONS**

The Board is asked to **discuss** the Health & Wellbeing update.

### **SECTION 3: BACKGROUND**

Our Health & Wellbeing Strategy 2021-24 was developed during the global pandemic and is based on a solid and growing evidence base of the need to prioritise the health and wellbeing of our workforce in order to deliver the best care to our patients and is therefore one of our key corporate priorities.

### **SECTION 4: DISCUSSION**

#### **4.1 What is the data telling us and how are we measuring it?**

##### **Leadership Development**

We currently deliver two leadership development programmes in the Service.

1. Foundation Leadership & Management Development Programme (FLMP) – an accredited 12 month programme for first level leaders and managers.
2. Aspiring Leadership Development Programme (ALDP) – a 6 month programme for those aspiring to become a manager/leader in the Service.

75 individuals are currently undertaking the Foundation Leadership & Management Development Programme running in two cohorts. This includes 48 managers who commenced the programme in April and September 2023 and a further 27 who were

delayed from previous cohorts in 2022. 28 individuals from the first three cohorts completed the programme by September 2023. The next Foundation Leadership Development Programme Masterclass is scheduled for 12 March 2024. The start date for the first Foundation Programme of 2024 has been confirmed as 17 April 2024 and enrolment for this is now being completed online.

34 individuals are enrolled on the Aspiring Leaders Development Programme that commenced in October 2023 with a further 2 individuals joining them who were delayed from the first cohort that started in May 2023. 8 individuals have completed the first Aspiring Leaders Programme with an online masterclass event held on 18 October 2023. The next Aspiring Leaders Masterclass is scheduled for 20 March 2024. The start date for the first Aspiring Leaders Programme of 2024 has been confirmed as 15 May 2024 and enrolment for this is now being completed online.

We will continue to engage with all individuals who complete these leadership programmes to progress their leadership knowledge and skills as part of their ongoing continuing professional development, primarily through CPD opportunities.

Table 1 highlights how many individuals have completed, are on track to complete, are delayed or have dropped out of both the Foundation and Aspiring Leaders programmes as of 24 January 2024.

**Table 1. Leadership Programme Figures**

Cohort	Start Date	Completed	On Track	Delayed	Dropped Out
FLMP 2022 Cohorts 1, 2 & 3	April, June & Sept 2022	28	--	27	39
FLMP 2023 Cohort 1	April 2023	--	12	14	2
FLMP 2023 Cohort 2	Sept 2023	--	22	0	1
ALDP 2023 Cohort 1	May 2023	8	--	5	9
ALDP 2023 Cohort 2	October 2023	--	26	7	1

An ongoing issue with the delivery of the Foundation Leadership and Management Programme is the dropout rate from participants after starting the programme. This is leading to significant inefficiencies in the delivery of the programme, requiring several cohorts be grouped together in order to make them feasible, resulting in a delay for some participants who have continued to engage with the programme.

We have looked further into the 42 participants who have dropped out of the Foundation Leadership & Management Development Programme and the reasons why. Findings are included in Table 2.

**Table 2. Numbers & reasons for the dropout rate on the Foundation Leadership & Management Development Programme by Region / Department**

Region/ Department	Number of participants who have	Reasons for Withdrawal / Dropout
National Operations	16	1. Lack of protected time & having to complete programme in own time 2. Sickness and absence 3. Moving to a new role/organisation or retirement 4. Personal reasons (1 participant only)
East	8	
North	9	
West	6	
Support Departments	3	

Efforts have been made by Regional/National Directors and their teams supported by the OD Team in the last reporting period that will continue on an ongoing basis to see what supporting actions can be taken to increase engagement with the programmes and prevent further withdrawals.

Corrective action has also been taken on a communication issue with the programme introduction updated to include information on how participants can inform us if they need to be removed from the programme for a justifiable reason. This will ensure that the programme lead is informed if a participant is unable to continue on the development programme.

Although we have had a significant drop out rate, this is balanced by the very positive feedback we have had from many participants who have undertaken and completed the programme. The following highlights some of the feedback we have received:

*“A very thorough and educational course which has benefited my learning and development massively. I have previously attended courses related to leadership and the content and the way it was delivered was not as impactful as this course. Thank you to all the OD team!”*

*“Thanks for developing this course, it has been very helpful in developing my leadership skills.”*

*“The team are very professional & have a great knowledge, the best course I have done.”*

*“I’ve been a manager in many different industries and have completed many different training programmes - this has to be the most superior both in content and achievability by a country mile. I have learn so much about myself and my team throughout this and have refreshed some skills that had been dormant.”*

*“What a truly enjoyable course - the content was relevant and really encouraged thinking and in some instances re-modelling through self-awareness.”*

## TRiM Assessors Network

Our TRiM Assessor Network was launched in June 2023. Any member of staff can self-refer or be referred by a manager for a TRiM assessment following a traumatic or potentially traumatic event at work.

We have had 145 referrals since launch from the end of June 2023. Of these referrals 72 have been from the West Region, 44 from the East Region, 20 from the North Region and 9 from National Operations.

Table 3 shows how many referrals have been received per month and the running total.

**Table 3. TRiM Referrals since launch in June 2023**

Month	Number of Referrals	Total
July 2023	15	15
August 2023	18	33
September 2023	19	52
October 2023	23	75
November 2023	26	101
December 2023	24	125
January 2024 (up to 17 <sup>th</sup> )	20	145

## iMatter Results

The Board requested a Regional breakdown of iMatter results to see the variation in staff views and responses. The way that the system has been set up allows us to see the difference in response rates and action plans completed, however we are not able to view differences in individual components or the Employee Engagement Index between Regions/Directorates. We will continue to have dialogue regarding how reporting arrangements can further evolve with Webropol via the existing national iMatter group coordinated by the Scottish Government.

Table 4 gives a breakdown of iMatter response and action plan completion rates between Regions and Directorates for the 2023 survey.

**Table 4. Regional/Directorate breakdown of iMatter response and action plan completion rates 2023**

Region or Directorate	Response Rate (%)	Action Plan Completion (within 8 week reporting period)
North	56	9 out of 58 teams
East	53	14 out of 95 teams
West	55	16 out of 79 teams
National Operations	59	6 out of 104 teams
Support Directorates	67	16 out of 69 teams





## 4.2 What are we doing, by when, with clear targets and milestones?

Our staff experience measurement framework has two key elements:






1. Being well – consisting of Healthy Mind, Healthy Body and Healthy Lifestyle
2. Creating a great place to work – Healthy Culture and Healthy Environment

Table 5 on the following page highlights the high level targets with 6 monthly milestones for 2023-24 under these two headings respectively with the progress update in Section 4.3 of this paper.

The following BRAG colour coding key relates to the achievement of milestones in the right hand column:

	Milestone Achieved/Complete
	Milestone not achieved
	Milestone behind schedule
	Milestone on track for completion

**Table 5. Staff Experience Targets & Milestones 2023-24**

<b>Being Well</b> – Development of proactive Service wide approaches that support & improve workforce health & wellbeing with a focus on prevention & early intervention.		 <b>HEALTHY MIND</b>	 <b>HEALTHY BODY</b>	 <b>HEALTHY LIFESTYLE</b>
1	Establish the SAS National TRiM Network with supporting infrastructure in place.			Sept 2023
2	Establish a Wellbeing Network for our workforce to promote & progress local peer support and health & wellbeing initiatives and share good practice			Sept 2023
3	Review and update wellbeing documentation and information on @SAS			Sept 2023 March 2024
4	Develop, test and refine a wellbeing check for staff for further roll out across the Service.			March 2024
5	Our people are aware of the health & wellbeing services & resources on offer & the uptake of them is high.			March 2024
6	Plan & deliver a scheduled programme of visits across SAS in collaboration with the OD Team to promote and engage with staff on key wellbeing and cultural issues, signposting, advising and supporting as appropriate.			March 2024
7	Implement the AACE 10 Point Suicide Prevention Action Plan			March 2024
8	Deliver the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support.			March 2024
<b>Creating a Great Place to Work</b> – Developing a compassionate culture & positive working environment where our people feel valued, supported, listened to & can thrive in the workplace.		 <b>HEALTHY CULTURE</b>	 <b>HEALTHY ENVIRONMENT</b>	
9	Promote and deliver the 2023 iMatter staff survey including the improvement plan developed in 2022.			Sept 2023
10	Healthy Culture week is delivered with a positive evaluation and is a springboard to develop further cultural work in the Service.			Sept 2023
11	An OD calendar of events is developed with CPD & learning sessions, leadership cafes and staff engagement activities.			Sept 2023
12	Develop a new approach to corporate induction for all new starts in SAS.			Sept 2023
13	Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2023.			March 2024
14	Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2023.			March 2024
15	We have a bank of staff stories demonstrating a range of staff experience in SAS.			March 2024
16	Identify and develop a pool of leadership talent in readiness for vacant leadership positions.			March 2024
17	Implement a plan to raise awareness and educate staff on the importance of appraisal that increases engagement with and completion of appraisals and personal development plans.			March 2024

### 4.3 Progress Update November 2023 – mid January 2024

Executive approval was obtained to recruit to one permanent Wellbeing Lead post with the recruitment campaign running in December 2023 and interviews taking place on 9<sup>th</sup> January 2024. We had a lot of interest in the post with a strong pool of candidates at interview and have successfully appointed to the post.

Unfortunately one of our OD Leads is moving on to pastures new and will be leaving SAS on 8<sup>th</sup> February leaving a gap in the progression of our career development work stream until a replacement is secured.

All interviews were completed in the reporting period by KPMG for the internal audit of our Health & Wellbeing Strategy governance arrangements. A report has been finalised with recommendations for discussion at the January Audit Committee.

A Short Life Working Group has been set up with the first meeting held on 13<sup>th</sup> December to develop the next iteration of the Health & Wellbeing Strategy 2024-27. Further meetings will be held from end of January through February to produce a draft strategy for approval at the March Staff Governance Committee.

#### **Progress against March 2024 Milestones**

The following provides an update of progress in the reporting period regarding the March 2024 milestones (3 – 8 and 13 – 17).

#### **3. Review and update the wellbeing documentation and information on @SAS**

This milestone was reviewed with a revised timescale agreed at Staff Governance Committee of March 2024. No documentation or information was reviewed in the last reporting period due to capacity issues in the wellbeing team.

#### **4. Develop, test and refine a wellbeing check for staff for further roll out across the Service.**

A wellbeing check has been developed that can be utilised in a number of settings; for example routine 1-1s, appraisals and return to work discussions. This is also forming part of our renewed Healthy Mind Policy and guidance. We are considering how this aligns to a piece of work that HR are leading regarding return to work prior to piloting across the Service.

#### **5. Our people are aware of the health & wellbeing services & resources on offer & the uptake of them is high and**

#### **6. Plan & deliver a scheduled programme of visits across the Service in collaboration with the OD Team to promote and engage with staff on key wellbeing and cultural issues, signposting, advising and supporting as appropriate.**

The OD & Wellbeing Team are continuing station and ambulance control visits in discussion with local leadership teams that are open to all staff to discuss issues important to them. The visits are a great opportunity to raise awareness of the health & wellbeing support available to our workforce and signposting to further help and

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resources. Overall themes and issues discussed are being collated into a report and will be reported in the next Health & Wellbeing update in March.

**7. Implement the AACE 10 Point Suicide Prevention Action Plan**

Suicide prevention and postvention work has not progressed any further in the reporting period due to capacity issues in the Wellbeing Team. There is a risk that the 10 point action plan will not be completed by end March 2024 as a result.

**8. Deliver the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support.**

The main focus of work in the reporting period has been the ongoing management and co-ordination of the TRiM network of assessors given the capacity issues in the Wellbeing Team. Two of our TRiM Co-ordinators have attended a two day CPD event run by our TRiM training provider and are sharing their learning with the other co-ordinators at their January meeting.

**13. Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2023 and**

**14. Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2023.**

We ran extra leadership tutorial sessions in November to allow for a pause in activity during December and January to accommodate winter operational pressures. Activity is planned to resume end of January in order to achieve our target of 60 and 20 respectively through the Foundation and Aspiring Leaders development programmes.

**15. We have a bank of staff stories demonstrating a range of staff experience in the Service.**

Staff stories are being collated and the first story was presented at the December 2023 Staff Governance Committee meeting that was very well received. We are intending to continue to present a staff story at every subsequent meeting.

**16. Identify and develop a pool of leadership talent in readiness for vacant leadership positions.**

Our talent management efforts have focused on participants in our Aspiring Leaders Programme. The next planned steps to develop a leadership framework and leadership pathways are unlikely to progress prior to year-end as the OD Lead leading the career development work stream is leaving SAS early February.

**17. Implement a plan to raise awareness and educate staff on the importance of appraisal that increases engagement with and completion of appraisals and personal development plans.**

Discussions are taking place with managers and staff regarding appraisal at OD & Wellbeing visits with one OD Lead running regular online appraisal sessions open to everyone to improve confidence in completing appraisals, objectives and personal development plans. There will be a gap in the ongoing delivery of this work until a replacement OD Lead is secured in post for the career development work stream.

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